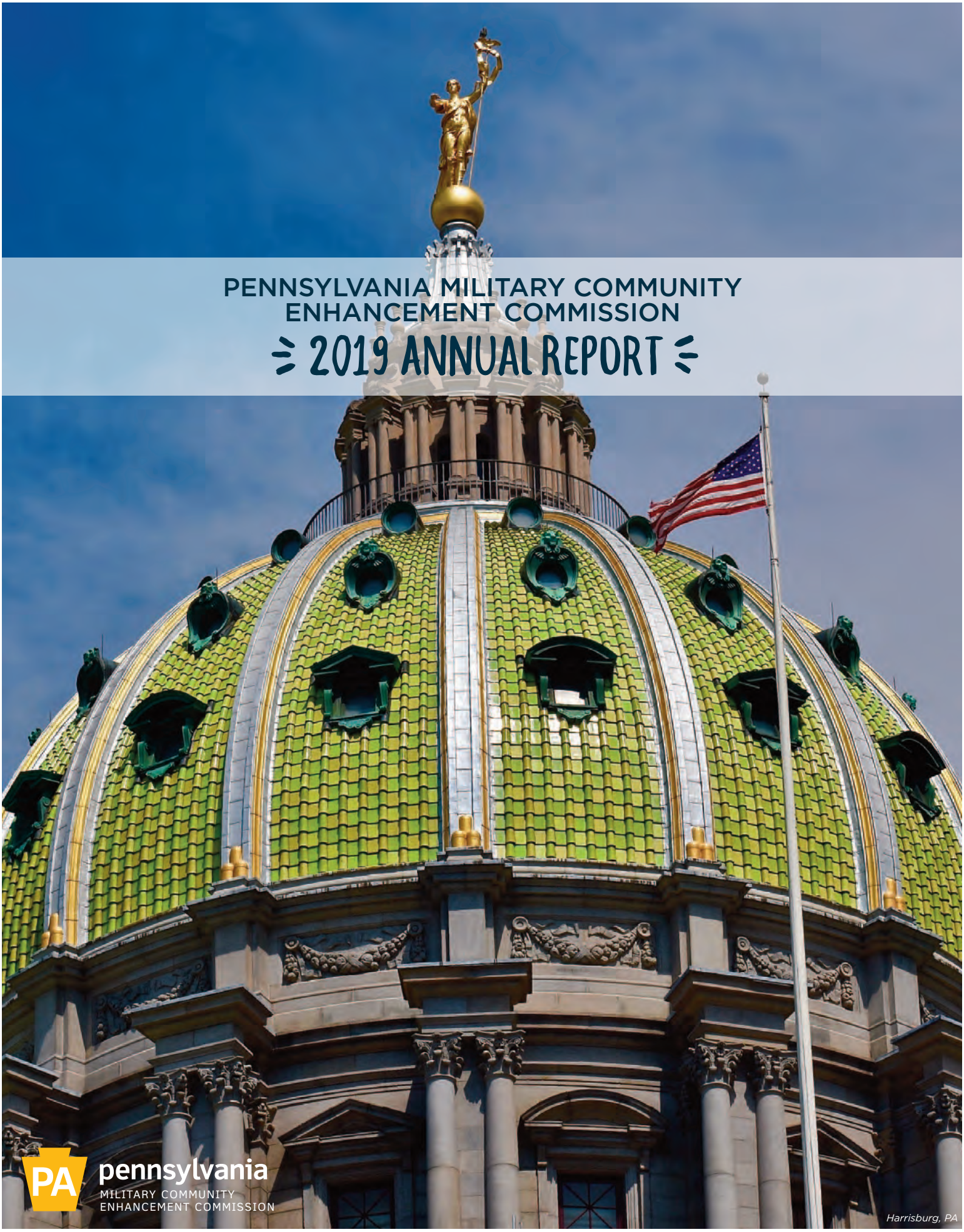
PENNSYLVANIA MILITARY COMMUNITY ENHANCEMENT COMMISSION

2019 ANNUAL REPORT



pennsylvania
MILITARY COMMUNITY
ENHANCEMENT COMMISSION

Harrisburg, PA

Commonwealth of Pennsylvania | Tom Wolf, Governor | Lieutenant Governor John Fetterman
PA Department of Community & Economic Development | Dennis M. Davin, Secretary | **dced.pa.gov**

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Army War College
Army Day

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PITTSBURGH STEELERS
STEEL CITY PRIDE
ALBERTSON

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07-08746
UNITED STATES ARMY

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PMCEC BACKGROUND

The Commonwealth of Pennsylvania has undergone five Base Realignment and Closure (BRAC) rounds: 1988, 1991, 1993, 1995 and 2005. As a result of those five rounds Pennsylvania has lost a total of 18,913 full-time, family-sustaining, career-focused, and recession-proof direct jobs. During those BRAC rounds Pennsylvania experienced the loss of the Naval Hospital and the Naval Shipyard in Philadelphia, the Naval Air Warfare Center in Warminster, the Naval Air Station Joint Reserve Base Willow Grove, and a major realignment at the Letterkenny Army Depot in Chambersburg.

After the 1995 BRAC round Governor Tom Ridge created the Base Retention and Conversion – Pennsylvania Action Committee (BRAC-PAC) in April 1996.

In June of 2003, Governor Ed Rendell created the Pennsylvania Base Development Committee which stood the test of the 2005 BRAC round. This ad hoc committee reported directly to the Office of the Governor. The Committee staff was eliminated in July 2009 due to budgetary constraints. In July 2010 the volunteer members of the Committee disbanded.

On September 17, 2012 Governor Tom Corbett signed Executive Order 2012-12 creating the Pennsylvania Military Community Protection Commission (PMCPC) to help thwart an effort by the Department of the Air Force to eliminate the 911th United States Air Force Reserve Airlift Wing stationed at the northeast portion of the Pittsburgh International Airport and to help increase the military value of installations and organizations in Pennsylvania. The Air Force had attempted to eliminate the Airlift Wing during the 1995 and 2005 BRAC rounds, as well as, several efforts outside of a BRAC round. The Governor appointed 11 volunteer members to represent each major installation and organization.

On December 22, 2014 Act 161 of 2014 created the Pennsylvania Military Community Enhancement Commission (PMCEC). Governor Tom Corbett on December 30, 2014 appointed/reappointed 11 volunteer members to the Commission. In accordance with Act 161, the four legislative caucus leaders nominated members to serve on the Commission. This effort ensured a bi-cameral as well as a bi-partisan support for the work of the Commission. Additionally, the Lieutenant Governor is a permanent member of the Commission.

Photo captions for left page and page 1:

(1) Army Day – US Army War College – Carlisle Barracks

(2) Pittsburgh Steelers visit 171st Air Refueling Wing

(3) Chinook Helicopter landing at Muir Air field, Fort Indiantown Gap

MISSION STATEMENT

The Commission is to assist the Governor in the enhancement of the military value of, and advocacy for all installations, organizations, and defense-related stakeholders in the commonwealth.

Pennsylvania residents serve in all branches and services of the U.S. military. Highlighted counties indicate location of major installations.

PMCEC MEMBERSHIP

2019 EXECUTIVE & LEGISLATIVE COMMISSIONERS

Senator John Blake
Commission Chairman
22nd District
Lackawanna and parts of
Luzerne & Monroe Counties

Senator Doug Mastriano
33rd District
Adams and parts of Franklin,
Cumberland, and York Counties

Representative Harry Readshaw
36th District
Pittsburgh Area

Lieutenant Governor
John Fetterman

Representative Zachary Mako
183rd District
Parts of Northampton
& Lehigh Counties

INSTALLATION & SPECIALTY COMMISSIONERS

Vice Admiral Keith Lippert, U.S. Navy (Ret)

- **Senior Military Commissioner (Appt: 10/2018)**
- In his final tour on active duty Admiral Lippert was the 14th Director of the Defense Logistics Agency (DLA).
- Admiral Lippert served in this capacity from July 2001 to July 2006, the longest serving director in DLA's history.

Jonathan Bowser, Managing Partner, Integrated Development Partners, LLC

- **Carlisle Barracks / US Army War College / Army Heritage & Education Center (Appt. 8/2018)**
- Former CEO, Cumberland Area Economic Development Corporation for six years and Board Member of the Cumberland York Area Local Defense Group for 4 years.

INSTALLATION & SPECIALTY COMMISSIONERS (CONT'D)

Phyllis Campbell, Senior Executive Service (Ret)

- **Defense Distribution Center Susquehanna (New Cumberland) (Appt. 12/2014)**
- 42 years of service in assignments of increasing responsibility within the Defense Logistics Agency, culminating in her ascending to the Senior Executive Service in 1998.
- Former Deputy Commander of the Defense Distribution Center, 1998 – 2007.

Dr. John Gray, U.S Army Army GS-15 (Ret)

- **Economic Development Commissioner (Appt. 12/2014)**
- 31 years of service to our nation in positions of increasing responsibility within the Department of Defense.
- Former Deputy Commander of Letterkenny Army Depot 1999 – 2010.

Colonel Charles Holsworth, U. S. Air Force (Ret)

- **911th US Air Force Reserve Airlift Wing & 171st Air Refueling Wing (Appt. 12/2014)**
- 33 years of increasing responsibility within the Air Force and Air Force Reserve: SECAF Legislative Liaison to House of Representatives; mobilized to work for Chief of AF Reserve and then Assistant to SECAF for AF affairs.
- Former Vice Commander and Acting Wing Commander of the 911th Airlift Wing.

Captain John Landry, Supply Corps, U.S. Navy (Ret)

- **Naval Support Activity-Mechanicsburg (Appt. 1/2017)**
- 35 years combined Navy and Defense Industry experience. Served as NAVSUP Headquarters Assistant Commander for Fleet Logistics Operations and Deputy Commander for Ships & Submarines at NAVSUP Weapon System Support.

Rear Admiral Nancy Lescavage, U.S. Navy (Ret)

- **Philadelphia Navy Yard Annex (Appt. 12/2014)**
- Active Duty in USN for 37+ years while holding leadership, business, education, clinical, and legislative roles including four major Command tours, and duty in the Pentagon, US Senate, Navy Bureau of Medicine & Surgery, & the American Embassy (London). Significant involvement in all five BRACs.
- Experienced in policy development, Congressional testimony, the legislative process, budget execution, HR, reinvention & start-ups, construction planning.

Lieutenant Colonel William Pentecost, U.S. Army Reserve

- **316th Sustainment Command & 171st Air Refueling Wing (Appt. 12/2014)**
- Over 25 years of service in the U.S. Army Reserve.
- Partner with Cipriani & Werner, P.C. in Pittsburgh. Practice focuses on transportation and products liability defense litigation.
- Current military assignment: Regional Defense Counsel, Tri-State Region, 16th Legal Operations Division (Trial Defense Service), U.S. Army Reserve.

INSTALLATION & SPECIALTY COMMISSIONERS (CONT'D)

Brigadier General Gregory Perez, Chief of Staff, PA ANG

- **Pennsylvania Army & Air National Guard (Appt. 1/2018)**
- Recent Commander of the 171st Air Refueling Wing, PA ANG.
- BGen Perez has accumulated more than 4,800 military flight hours and has held ratings to include; Senior Navigator, Instructor Navigator, Aircraft Commander, Instructor Pilot, Evaluator Pilot, and Command Pilot.

Dr. D. Gregory Rose, Lieutenant Colonel, US Air Force (Ret)

- **Naval Support Activity-Philadelphia (Appt. 8/2018)**
- Associate Professor of History & Political Science, Bryn Athyn College.
- Political Analyst/Strategist, HQ Multi-National Forces-Iraq.
- Assistant Professor, Political Science Department, USAF Academy.

Mr. L. Michael Ross, President, Franklin County Area Development Corporation

- **Letterkenny Army Depot (Appt. 12/2014)**
- President of the Franklin County Area Development Corporation (Chambersburg, PA) since its start-up in 1986.
- Founder and president of Team Letterkenny, which supported the installation through the 1995 and 2005 Base Realignment and Closure rounds.

Mr. Kevin Toolan, Chief of Staff, Tobyhanna Army Depot (Ret)

- **Tobyhanna Army Depot (Appt. 2/1017)**
- Served over 35 years at Tobyhanna Army Depot where he was Public Affairs Officer and Chief of Staff. Retired from Tobyhanna May 3, 2013.
- Direct experience with the BRAC processes that took place from 1988-2005 as they affected Tobyhanna.

COMMISSION EXECUTIVE STAFF

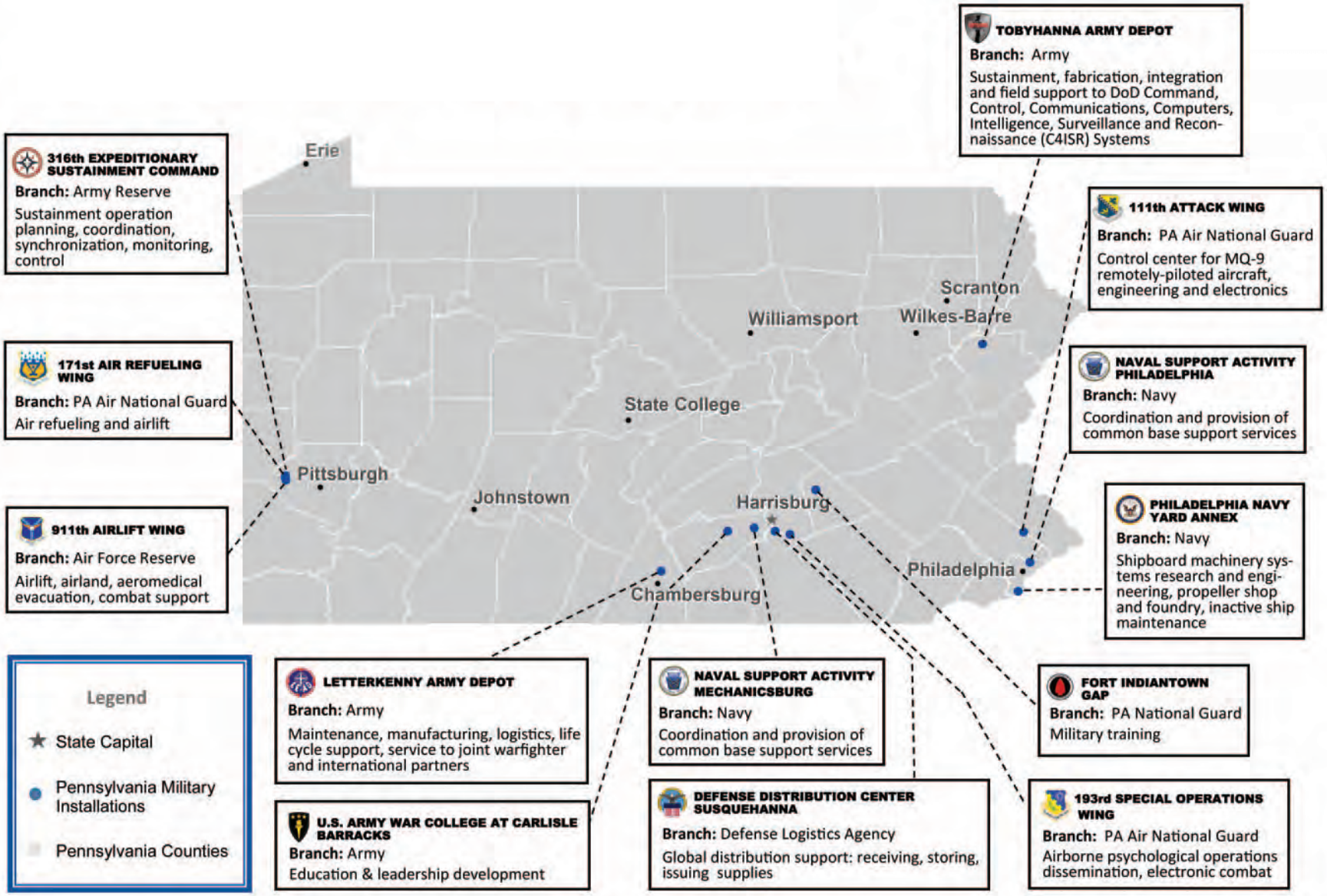
RADM Nancy Lescavage, USN (Ret), Executive Director
NaLescavag@pa.gov

Peter Witmer, Deputy Director
PWitmer@pa.gov

Pennsylvania Military Community Enhancement Commission
Commonwealth Keystone Building
400 North Street, 4th Floor | Harrisburg, PA 17120-0225

Phone: 717-720-1323

MILITARY INSTALLATIONS IN PENNSYLVANIA



Source: Created by University of Pittsburgh Center for Social and Urban Research, 2018.

2019 ACTIVITIES

1. 28 Jan: The Executive Director, Deputy Director, Senior Military Commissioner Lippert, and Commissioner Campbell attended the Cumberland York Area Local Defense Group (LDG) Meeting. Topics included discussion of implementation of a recently completed Joint Land Use Study (JLUS) by Hampden Township.

2. 29 Jan: The Executive Director and Deputy Director had an initial meeting with newly-elected Lieutenant Governor John Fetterman. He expressed strong interest in an installation visit.

3. 13 Feb: PMCEC Staff facilitated Lieutenant Governor Fetterman's visit to Defense Distribution Susquehanna Defense Logistics Agency (DLA) Headquarters. He took part in an Office Call with Admiral Jones (Commanding Officer, DLA Distribution) and received a DLA Distribution Command Briefing along with a windshield tour of Defense Distribution Center (DDC) Susquehanna including a tour of the Eastern Distribution Center. Commissioners Lippert and Campbell attended and contributed important context.

4. 4-6 Mar: Senior Military Commissioner Lippert and Executive Director Sullivan took part in the Association of Defense Communities Installation Innovation Forum in Miami, FL. Focus was on ways to introduce new technologies and management strategies to meet the challenges of an evolving threat environment and installation resilience.

5. 11 Mar: Final meeting (previous had been 31 Oct) of PMCEC'S Ad Hoc Committee to focus on Congressional Delegation (CoDel) members and strengthen Pennsylvania's role in the House Armed Services Committee (HASC). Actions included: a congratulatory letter (signed by Sr. Military Commissioner Lippert & Ex. Dir. Sullivan) sent (7 Jan) to each CoDel member; updated CoDel District Map & Membership list; reached out to Representatives Cartwright (Subcommittee on Military Construction, Veterans Affairs), Joyce, Perry, and Houlihan (member of HASC).

   It was determined that the best action will be to meet individually with the CoDel members rather than attempt to bring them together as one group. Much of the delegation is in their first term and needs education on Pennsylvania's military geography and makeup.

6. 12 Mar: An emergency meeting of the Cumberland York Area Local Defense Group, the DDC Command, and Medical Center command staff was held at Defense Distribution Center Susquehanna. Commission staff and members of the Ad Hoc Committee worked with, and continue to work with, DLA New Cumberland and the Carlisle Barracks regarding a "703 Study Group" evaluation of the viability of the installations' respective Health Clinics. This "evaluation," essentially, is a "Below the radar BRAC" of the medical facilities at DDC Susquehanna and the Carlisle Barracks. DoD options in these cases are: maintain as an Ambulatory Care Center, maintain as a Uniform-only Clinic, or full clinic closure.

7. 27 Mar: Executive Director Sullivan and Deputy Director Witmer met briefly with and welcomed newly appointed Legislative Commissioner, Representative Zach Mako, to the Commission. It was learned that, as a Chinook helicopter pilot with the National Guard, he would be deploying shortly for an extended period.

8. 29 Mar: Commissioners Lippert and Campbell, and Executive Director Sullivan participated in the first on-site meeting of the "703 Working Group" at DDC Susquehanna. The participants clarified to the Working Group members the impracticality of the proposed changes to the two medical clinics. Lieutenant Governor Fetterman provided a letter of support for the clinics to the Working Group.

9. 3 Apr: Staff attended the regular Team Letterkenny meeting. The anticipated reduced workload at Letterkenny Army Depot (LEAD), resulting from the completion of the RG-31 program, was high on the Commander's mind. Finding work to back fill these jobs has been problematic.

10. 23 Apr: Commission Meeting. Lieutenant Governor John Fetterman was introduced as the newest commission member. A special presentation of the recent Joint Land Use (JLUS) study between NSA-Mechanicsburg and the surrounding Hampden Township was made including assessments for surrounding high growth areas and recommendations and strategies to promote compatible land use planning around NSA-Mechanicsburg.

11. 5 Jun: The Deputy Director attended the Battle of Midway Commemoration Ceremony at NSA Mechanicsburg where PMCEC's Senior Military Commissioner, VADM Keith Lippert (Ret), was the keynote speaker.

12. 6 Jun: The Deputy Director presented a Letter of Commendation from Lieutenant Governor Fetterman to Lieutenant Colonel Jeffrey Ignatowski, at his Change of Command Ceremony at Letterkenny Munitions Center.

13. 10-12 Jun: Association of Defense Communities Annual Summit in Washington, DC, was attended by Commissioners Campbell and Lippert and staff members Sullivan and Witmer. The Summit Theme was *"Strengthening the Foundation of Readiness"* focusing on the nation's defense infrastructure and its resilience. PMCEC also met with the staff of Representatives Chrissy Houlahan and Scott Perry.

14. 17 Jun: The Executive Director and Deputy Director presented a Letter of Commendation from Lieutenant Governor Fetterman to Colonel Nathan Swartz at his Change of Command Ceremony at Tobyhanna Army Depot.

15. 26 Jun: The Executive Director, Deputy Director, and Commissioner Toolan, took part in Blue-Ribbon Task Force meeting (Tobyhanna Local Defense Group). Topics included the Tobyhanna economic impact analysis and review of an RFQ for fundraising, plan and implementation.

16. 10 Jul: In an effort to have the PMCEC leadership visit various PA installations whenever possible, a large leadership group was provided with a first-hand opportunity to Tobyhanna Army Depot's world class logistical support for Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance and Reconnaissance (C4ISR) Systems across the DoD, in support of the Warfighter. Attendees included: Senator and PMCEC Chairman John Blake, Senior Military Commissioner VADM Keith Lippert (ret) USN, Lieutenant Governor John Fetterman, DCED Executive Deputy Secretary, Neil Weaver and PMCEC staff.

17. 12-13 Aug: The Deputy Director traveled to Pittsburgh where, with the assistance of Marcel Minutolo, President of the Military Affairs Council (MAC) of Western PA, they met with recently elected PA Senator Pam Iovino (Dist. 37). Her district includes the three military installations at the Pittsburgh International Airport. She has a keen interest in the strength and value of the local, as well as, all PA installations. Additionally, he met with PMCEC Commissioners Chip Holsworth and Bill Pentecost and the MAC's Chairman, Marcel Minutolo.

18. 14 Aug: The Executive Director, Deputy Director, and Commissioner Mike Ross provided newly appointed Legislative Commissioner, Senator Doug Mastriano and his Chief of Staff, Deborah Hanagan, with a PMCEC briefing and Letterkenny update.

19. 15 Aug: The Executive Director and Deputy Director presented a Letter of Commendation from Lieutenant Governor Fetterman to Colonel Stephen Ledbetter at his Change of Command Ceremony at Letterkenny Army Depot.

20. 23 Oct: Commission Meeting. The Deputy Commander, Letterkenny Army Depot, provided a sobering summary of the challenges presented by today's DoD budget climate and the legislative strength of other states/regions of the Country. An Ad Hoc Committee was formed to evaluate options to more completely and effectively inform the CoDel of the importance of PA's military installations.

21. 2 Nov: The Deputy Director presented a Proclamation from Lieutenant Governor John Fetterman to the US Army Heritage & Education Center at the Center's Annual Dinner, commemorating 20 years of work on behalf of the US Army.

22. 5 Nov: Fillmore Medical Center (DLA Susquehanna) continues to be threatened by the 703 Study Group recommendations to Congress. The Deputy Director informed the legislative staffs (Toomey, Casey, Perry, Joyce, and Houlihan) and is working with them as they prepare their joint and/or individual efforts to prevent the proposed critical changes to Fillmore.

23. 7 Dec: The Deputy Director attended the Pearl Harbor 78th Anniversary Remembrance Ceremony in the Capitol East Wing Rotunda. Sailors and Marines from across Central Pennsylvania participated and honored Pennsylvania Pearl Harbor survivors: Army Air Corps Lt. Col. William Bonelli, Army Air Corps Master Sgt. Isaac George, Army Air Corps Major Henry Heim, and Army Staff Sgt. Richard Schimmel. Pennsylvania is fortunate to still have four remaining survivors. Senior Military Commissioner, VADM Keith Lippert (Ret), was the keynote speaker.

24. 10 Dec: The Deputy Director attended the new DLA Support Headquarters Building Ribbon Cutting Ceremony at Naval Support Activity (NSA) Philadelphia. The 4-story, $58 million building will house more than 400 employees.

25. 12 Dec: The Deputy Director traveled to Pittsburgh to orient newly appointed Commissioner Colonel Charles (Chuck) Sargent, USAF (ret). He replaces long-time commissioner Chip Holsworth who retired 31 Dec.

Photo captions for pages 8 and 9:

(1) Lieutenant Governor John Fetterman with Col. James M. Callis, Commander, Defense Distribution Center Susquehanna (New Cumberland)

(2) PMCEC Chairman Senator John Blake, Deputy Commander, Frank Zardecki, Tobyhanna Army Depot and PMCEC Senior Military Commissioner, VADM Keith Lippert USN (ret) while at Tobyhanna

(3) Senator John Blake, PMCEC Chairman, greeted by Col. John W. McDonald, Commander, Tobyhanna Army Depot with Lieutenant Governor Fetterman

(4) PMCEC Group Photo from Spring 2019 (L to R): Michael Ross, Commissioner; Peter Witmer, Deputy Director; Phyllis Campbell, Commissioner; Kevin Toolan, Commissioner; Frank Sullivan, Executive Director; William Pentecost, Commissioner; John Gray, Commissioner, Economic Development; Nancy Lescavage, Commissioner; Representative Harry Readshaw, Legislative Commissioner; Jonathan Bowser, Commissioner; Greg Rose, Commissioner; Senator John Blake, Chairman

DoD SPENDING IN PA

EMPLOYMENT VALUE OF MILITARY EMPLOYMENT & SPENDING TO PENNSYLVANIA ECONOMY

DEPARTMENT OF DEFENSE PERSONNEL IN PENNSYLVANIA

	2015	2016	2017	2018
Reserve/National Guard	31,856	27,707	31,083	29,659
Civilian	23,747	25,552	24,175	25,095
Active Duty	2,317	3,463	2,302	2,281
Sub-Total DOD Personnel in Pennsylvania	**57,919**	**57,722**	**57,560**	**57,035**
Other Direct[1] Employment	35,339	38,000	30,411	42,706
Indirect[2] Employment	16,225	17,045	14,041	27,690
Induced[3] Employment	14,789	44,923	38,511	55,123
Sub-Total Non-DOD Employment	**157,740**	**99,968**	**82,963**	**125,519**
TOTAL MILITARY EMPLOYMENT (JOBS)	**151,272**	**158,690**	**140,522**	**182,554**

DEPARTMENT OF DEFENSE SPENDING IN PENNSYLVANIA

	2015	2016	2017	2018
Payroll ($ Billion)	$2.50	$2.20	$2.60	$2.70
Contracts with Companies in Pennsylvania	$10.30	$10.50	$9.40	$13.40
Other Direct[1] Value	$2.69	$3.00	$2.67	$4.83
Indirect[2] Value	$2.65	$2.62	$2.30	$5.15
Induced[3] Value	$6.01	$6.73	$5.90	$8.01
TOTAL MILITARY SPENDING VALUE IN PENNSYLVANIA ($Billion)	**$24.15**	**$25.05**	**$22.87**	**$34.09**

[1] Direct - Output (sales) impact of the money spent in defense/contractor industry.

[2] Indirect - Output (sales) impact in related industries caused by additional spending in the contractor industry.

[3] Induced - Output (sales) impact on other industries (eg., retail, health care, education) due to the extraneous spending increases from the additional jobs and household income in the direct and indirect industries.

Note: All contractor awards were assumed to be spent in Pennsylvania.

Sources: IMPLAN and DOD, Office of Economic Adjustment -- Defense Spending by State FFY 2018.

Report produced by the Center for Workforce Development & Analysis, Pennsylvania Department of Labor and Industry February 27, 2020.

LOCAL DEFENSE GROUP GRANT PROGRAM

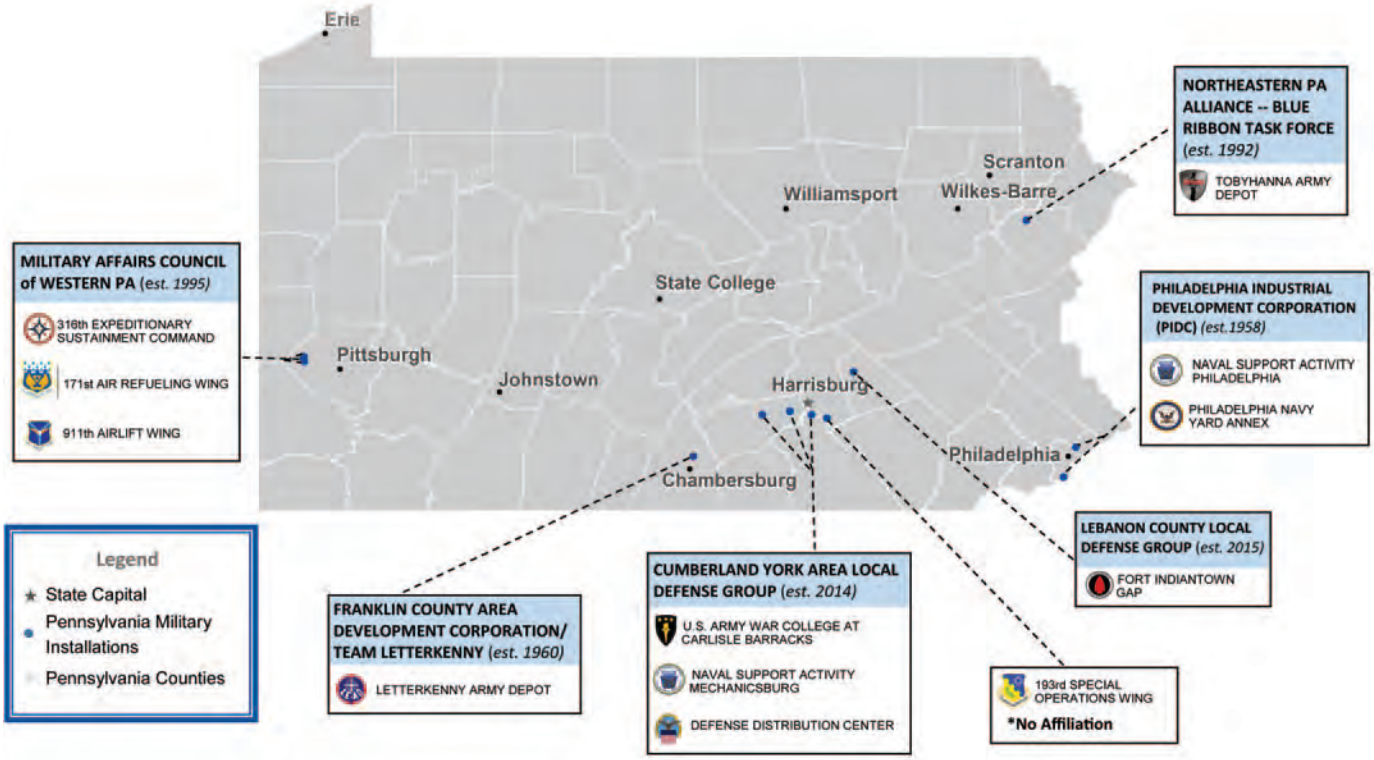
1. The Local Defense Group (LDG) program was established in August of 2002. Throughout the years, the Local Defense Groups have played a vital role in the efforts of the commonwealth to enhance the value of Pennsylvania's military installations and their surrounding communities.

2. A Local Defense Group is a grassroots non-profit organization that has a demonstrated interest and investment in the success and enhancement of a military installation / organization in the geographic proximity of the communities from which the local defense group draws its membership.

3. Local Defense Groups are comprised of:
   - Local elected officials
   - County and municipal staff
   - Local businesses and industry
   - Local citizens
   - Military personnel, retirees and veterans
   - Installation/organization staff
   - Members of academia
   - Others as deemed appropriate

4. Each Local Defense Group operates in conjunction with the trust and cooperation of the leadership group at their associated military installation / organization.

LOCAL DEFENSE GROUPS AFFILIATED WITH MILITARY INSTALLATIONS IN PENNSYLVANIA



Source: Created by University of Pittsburgh Center for Social and Urban Research, 2018.

The Pennsylvania Military Community Enhancement Commission Local Defense Group Grant (PMCEC LDG Grant) program is a Department of Community and Economic Development program designed to provide funds for projects that enhance the military value of military installations / organizations in Pennsylvania.

It was determined by the Commission in the spring of 2019 that grant applications would be measured against the four priorities set forth in the 2018 State-wide military economic impact study by the University of Pittsburgh. Those priorities are:

- Ensuring continued competitiveness of PA's defense workforce;
- Boosting the LDG network and its capacity;
- Strengthening the advocacy role of the PMCEC; and
- Building on areas of strategic competitive advantage in defense logistics and the defense industrial base.

Program Performance and Impact

Federal Defense Funding is generally not available for improvements to the areas where the installation and the local community intersect. And yet, this is the very area which influences the real and perceived value of an installation to the Department of Defense and the community. PMCEC funding is targeted at local defense groups associated with specific installations and their local communities.

PMCEC had $272,020 available for LDG grants in 2019:

Military Affairs Council of Western PA (911th ALW & 171st ARW)	$65,330
Philadelphia Industrial Development Corp. (PHL Navy Yard Annex)	$103,530
Cumberland York Area (New Cumberland, NSA-Mechanicsburg, Carlisle Barracks)	$83,160
Blue Ribbon Task Force (Tobyhanna Army Depot)	$20,000
Total	**$272,020**

PMCEC Program at Work

1. A threat arose this spring from the Department of Defense (DoD) study regarding closing / downsizing the Health Clinics at Carlisle Barracks and/or the Defense Logistics Agency (DLA) Susquehanna (New Cumberland). PMCEC worked, and continues to work, with the Cumberland-York Area Local Defense group, installation commands, clinic staffs, and PA's Congressional Delegation to prevent the negative impacts of such actions to DLA and the local community. To date, the Clinic at Carlisle Barracks has "escaped unscathed."

   The focus is now on doing the same for New Cumberland's Fillmore Clinic. The DoD report to Congress calls for the downsizing of Fillmore. This will seriously impact the ability of DLA to meet any type of military surge requirements. DLA's location at New Cumberland is the US DoD's world headquarters for supplying military operations around the world. This planned action will lower the efficiency and (long term) value of the installation as viewed by DoD vis-a-vis a future BRAC. PMCEC's goal is to maintain or strengthen that value in the eye of DoD, not diminish it.

2. PMCEC provided grant funding to the Military Affairs Council of Western PA for a feasibility study and the creation of contractual plans for constructing alternate access gates into both the 911th Airlift Wing and the 171st Air Refueling Wing at Pittsburgh International Airport. The 911th Airlift Wing is receiving the new C17 aircraft under its command. These huge aircraft create a need for much larger hangar and fuel facilities. Currently, there is only one entrance gate to the facility creating a choke point. Resolution of this obstacle is critical to maintaining DoD's confidence in placing these planes in Pittsburgh versus another out-of-state location.

3. The Philadelphia Industrial Development Corporation (PIDC) owns the majority of the former Navy Yard. They control all common areas within the shipyard, which is now a mixed-use campus that has secure Navy sites within the privately-owned real estate. To access Navy property, one must transit public roads and sidewalks, as there is no secure perimeter.

   A PMCEC grant is funding a security camera network; lift bridge engineering study (to allow continued access to the Reserve Basin / Inactive Ships Fleet); and replacement, repair, and installation of new pedestrian safety devices (signs, sidewalk repairs, ADA ramps) throughout the Navy Yard, facilitating and upgrading Navy employee access.

4. The Blue-Ribbon Task Force (Tobyhanna Army Depot) received a grant that will strengthen their legislative outreach, support Tobyhanna's Industry Days event, and update the economic impact study of Tobyhanna on the seven surrounding counties.

INSTALLATION REPORTS

316th Sustainment Command (Expeditionary)

911th Airlift Wing

Air National Guard

Army National Guard / Fort Indiantown Gap

Carlisle Barracks & US Army War College

Defense Distribution Center Susquehanna

Letterkenny Army Depot

Naval Support Activity (Mechanicsburg)

Naval Support Activity (Philadelphia)

Philadelphia Navy Yard Annex

Tobyhanna Army Depot

Photo Caption: PA Army National Guard – 28 Infantry Battalion, 56th Stryker Brigade

316TH SUSTAINMENT COMMAND (EXPEDITIONARY) UNITED STATES ARMY RESERVE COMMAND

MISSION STATEMENT

The mission of the 316th Sustainment Command (Expeditionary) is to mobilize and deploy to theater environment to serve as the operational command post of the Theater Sustainment Command. The Expeditionary Sustainment Command (ESC) plans, coordinates, synchronizes, monitors, and controls operational-level sustainment operations for combatant theater commanders. The 316th has mission command of all Reserve logistical units from Maine to Pennsylvania. It is comprised of four major subordinate commands and one direct reporting unit, totaling more than 8,000 Soldiers in approximately 89 units consisting of battalions, companies and detachment-sized units.

The stateside mission of the 316th ESC is to provide mission command of Army Reserve combat service support units (logistics). In addition, the National Defense Authorization Act of 2012 expanded the Army Reserve's role as part of the Federal Force, giving the U.S. Army Reserve the flexibility to provide specialized capabilities for domestic disaster relief.

Photo captions for pages 14 and 15:

(1) CAMP ARIFJAN, Kuwait - 155 mm rounds are prepared for movement. The fuel, munitions and life support essentials needed to sustain the fight against ISIS in the U.S. Army Central Command area of operations are provided by U.S. Army Reserve Soldiers from the 316th Sustainment Command (Expeditionary). The Command has provided approximately 22 million rounds of ammunition, nearly 3 million gallons of fuel, over 1,000 vehicles, nearly 400 million gallons of water and more than 13,000 weapons. (U.S. Army Photo by Sgt. Christopher Bigelow)

(2) CAMP ARIFJAN, Kuwait - U.S. Army Reserve Soldiers from the 316th Sustainment Command (Expeditionary), acting as the 1st Sustainment Command (Theater) Operational Command Post, in Camp Arifjan, Kuwait provided the fuel, munitions and life support essentials needed to sustain the fight against ISIS in the U.S. Army Central Command area of operations. Here paratroopers, with the 82nd Airborne Division, engage ISIS militants in support of Iraqi and Peshmerga fighters in Mosul (U.S. Army Photo by Sgt. Christopher Bigelow)

TOTAL 316TH ARMY RESERVE PERSONNEL

(Located in Pennsylvania)

Major Subordinate Commands	493
Battalion-level Units	3,231
Total Personnel Assigned	**3,724**
Total Northeastern Region US Army Reserve Programs	4,641
Grand Total of 316th Army Reserve and Northeastern Region	**8,365**

ECONOMIC DATA

PA Army Reserve Payroll Outlays	$ 52.9 M
Organization Contracts	$ 29.3 M
Total	**$ 90.8 M**

SIZE AND LOCATION OF INSTALLATION

The headquarters of the 316th Sustainment Command (Expeditionary) is located in Moon Township, Allegheny County.

The 316th ESC has units in the states of Pennsylvania, Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, and Rhode Island. The 316th ESC is a subordinate command of the 377th Theater Sustainment Command (TSC) located in Belle Chase, Louisiana (near New Orleans).

Other Army Reserve Direct Reporting Commands with units and Soldiers in Pennsylvania include the U.S. Army Reserve Legal Command, 200th MP Command, 78th Training Division, 80th Training Division, 99th Regional Support Command, 244th Aviation Brigade, 311th Theater Signal Command and Military Intelligence Readiness Command; Army Reserve Medical Command, Army Reserve Engineer Command, and Army Reserve Civil Affairs.

911TH AIRLIFT WING
UNITED STATES AIR FORCE RESERVE COMMAND

MISSION STATEMENT

The mission of the 911th Airlift Wing is to support our national security objectives by providing combatant commanders with mission-ready C-17 airlift forces, highly proficient in airland and aeromedical evacuation operations, in addition to providing highly capable agile combat support forces. The Wing's strategic location and modern facilities additionally provide timely support to homeland defense emergency response efforts through the National Disaster Medical System while also supporting a variety of joint service tenants.

PERSONNEL

	Authorized	Assigned
Military (Traditional Reservists)	1,050	1,008
Air Reserve Technicians (ARTs)	386	270
Active Guard Reserve (AGRs)	115	80
Civilian	165	130
Contractors	93	70
Total	**1,809**	**1,558**

ECONOMIC DATA

Payroll Outlays for current FY20 budget (Military and Civilian)	$59,769,799
Annual Expenditures	76,615,753
Est. Annual Dollar Value of Jobs Created	32,135,688
Grand Total Economic Impact	**$168,521,238**

SIZE AND LOCATION OF INSTALLATION

Total Acreage	
Base Proper	145 Acres
Square Footage	540,000-Authorized
Total Square Footage Occupied	473,000 -Actual
Total Square Footage Shortfall	(67,000)
Location	Moon Township, Allegheny County

PENNSYLVANIA AIR NATIONAL GUARD (PAANG)

The Pennsylvania Air National Guard, a distinct yet essential component of the Pennsylvania National Guard, is comprised of over 4,100 Airmen, a fully staffed Headquarters element, 3 Distinct flying Air Wings, and multiple subordinate organizations across the Commonwealth of Pennsylvania. The PAANG provides vital support as needed to support local, state, federal, and global mission requirements. The members of the PAANG provide outstanding support for a multitude of missions to include: Disaster Response, Homeland Defense, as well as Federal critical interagency missions tasked as necessary. The following report demonstrates the unique capabilities provided by the PAANG as well as the economic impact on the local, regional and the broad economy.

Photo captions for pages 16 and 17:

(1) Airmen from the 911th Aeromedical Evacuation Squadron, 914th AES, and 18th Aeromedical Evacuation Detachment 1, based out of Joint Base Pearl Harbor-Hickam, walk out to a 911th Airlift Wing C-17 Globemaster III at Joint Base Pearl Harbor-Hickam, Hawaii April 25, 2019. The 911th AW C-17 had just come back from picking up patients at Kadena Air Force Base, Japan to bring back to the United States for continued treatment. (U.S. Air Force Photo by Senior Airman Grace Thomson)

(2) A Air National Guard 111 Attack Wing serves as a control center for the MQ-9 Reaper remotely-piloted aircraft (Horsham, Willow Grove)

193D SPECIAL OPERATIONS WING
AIR NATIONAL GUARD
HARRISBURG INTERNATIONAL AIRPORT, MIDDLETOWN, PA

1

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MISSION STATEMENT

The mission of the 193d Special Operations Wing (193 SOW) is to provide the Nation's only airborne Information Operations capability via the EC-130J Commando Solo aircraft. These capabilities consist of worldwide Military Information Support Operations, Electronic Attack, Electronic Support, Civil Affairs broadcasts, and Humanitarian operations. Never seen, always heard.

Lightning Force Academy (LFA): 193d Regional Support Group (193 RSG) Air National Guard, Fort Indiantown Gap (FTIG). The only schoolhouse of this type in the military dedicated to training engineering and installation warfighters who deploy and perform the communications network installations that aid in the successful total force operation in any theater of operation. Courses taught at the LFA include: Electronics, Cable/Antenna Standard Installation Practices, Combat Tactics, Fiber Optics, Local Area Network, Team Chief Academy, Project Engineering, Computer Assisted Drafting & Design, Quality Assurance, Team Chief Refresher and Confined Space Entry.

Regional Equipment Operators Training Site (REOTS): 193d RSG – Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer (RED HORSE) – FTIG. This one-of-a-kind schoolhouse provides proficiency training and enhanced war skills training certification for all civil engineer construction trades. The school emphasizes bare-base-bed down operations, but also provides training for airbase operability mission requirements. REOTS trains equipment operators on four main pieces of airfield damage repair construction equipment: the grader, bulldozer, excavator, and 4CY front-end loader.

Air-To-Ground Bomb Range: 193d RSG, FTIG. Provides an environment for military organizations to conduct live tactical training that includes air-to-ground weapons delivery and tactics, Close Air Support (CAS), Joint Attack, and Aerial Re-supply training. Services provided: Day and night bomb and strafe scoring, Battlefield Maneuvering Tactics, Electronic Threat Emission, Surface to Air Missile Identification, Forward Area Controller, CAS, Laser Designation, Rocket Marking and Airdrop Training and Recovery. They also conduct Coordinated Fire, Joint Air Tactics (JAT), and Combat Search and Rescue (CSAR) Training during daylight operations.

148th Air Support Operations Squadron (148 ASOS): Provides Tactical Air Control Party personnel composed of Joint Terminal Attack Controllers and Air Liaison Officers to advise and assist ground commanders in the application of CAS and other airpower into their schemes of maneuver. The 148th is aligned with the 56-28 Stryker Brigade Combat Team (SBCT) and the 2-28 Infantry Brigade Combat Team (IBCT) for integration and command and control of joint firepower.

193d Air Operations Group (193 AOG): An Air Operations Center (AOC) force integration manpower multiplier, trained to augment and enhance AOC command and control requirements worldwide through deployments and distributed operations.

Personnel are trained to support Combat Operations, Combat Plans, Strategy, Communications, and Intelligence Divisions. Members of the AOG have deployed to numerous worldwide contingency operations and large-scale exercises. The 193d Air Operations Group is comprised of the 193d Air Communications Squadron, the 193d Air Intelligence Squadron, the 193d Combat Operations Squadron, and command staff.

201st RED HORSE Squadron (201 RHS): RED HORSE professionals support combat airpower worldwide, providing air component commanders a dedicated, flexible, self-sufficient airfield and base heavy construction and repair capability in remote, austere environments.

211th Engineering Installation Squadron (211 EIS): The 112-member, Engineering Installations (EI) unit is 1 of 16 EI squadrons in the Air Force. In turn, the EI community functions as the Department of Defense's organic, military, cyberspace infrastructure workhorses, responsible for surveying, designing and installing strategic, survivable, and resilient military cyberspace infrastructure globally. More than cable professionals, EI personnel are Information Technology experts in engineering, project management, drafting, data center design, satellite, radio, and airfield systems implementation, delivering signaling capabilities for the future fight from new construction and facility upgrades to the transition from tactical to steady-state. Essentially, EI bridges customer information requirements enabling Command and Control of forces.

271st Combat Communications Squadron (271 CBCS): Comprised of 105 personnel providing initial and sustaining Expeditionary Communications capabilities, operating in austere environments in support of Overseas Contingency Operations (OCO) and domestic Defense Support of Civil Authority (DSCA) missions. The unit provides scalable Command and Control, supporting a range of requirements from executive-level communications through robust communication layouts that support an entire Expeditionary Air Base Wing. Equipment includes the family of Theater Deployable Communications (TDC) Unit Type Codes (UTCs), single and multi-channel Satellite, multi-channel Radio, secure and non-secure telephony, secure and non-secure Network services to include Non-Secure Internet Protocol Router Network (NIPRNET), Secure Internet Protocol Router Network (SIPRNET) and extension of coalition networks. Organic support capabilities include: Heating, Ventilation, and Air Conditioning (HVAC) systems, power generation & distribution, as well as vehicle maintenance functions that facilitate stand-alone or integrated communications support configurations.

SIZE AND LOCATION OF THE 193D INSTALLATIONS

State College	6.36 acres
Fort Indiantown Gap Air Guard Station	304.21 acres
Middletown: Harrisburg International Airport	41.27 acres
Total:	**351.84 acres**

ECONOMIC IMPACT

Total Expenditures	$106.8 M
State College	
Guard Members	128
Full Time Employees	31
Total Expenditures	$6.1 M
Fort Indiantown Gap	
Guard Members	618
Full Time Employees	152
Total Expenditures	$33.1 M
Harrisburg International Airport	
Guard Members	1,142
Full Time Employees	420
Total Expenditures	$67.6 M

Photo Captions for page 18:

(1) The last Air National Guard's EC-130E Commando Solo takes off above the newer C-130J Hercules for the final time at the Harrisburg International Airport on Monday, April 3, 2006. The "E" model had flown members of the 193rd Special Operations Wing into combat since the Vietnam Conflict. (U.S. Air Force photo/Staff Sgt. Matt Schwartz)

(2) 193rd Special Operations Maintenance Squadron Airmen reattach an antenna pod to one the 193rd Special Operations Wing's EC-130 J Commando Solo aircraft, in a hanger, Middletown, Pennsylvania. The antennas broadcast FM, TV, and military communications bands as the unit performs its mission. (U.S. Air National Guard Photo by Master Sgt. Culeen Shaffer/Released).

111TH ATTACK WING
AIR NATIONAL GUARD
HORSHAM AIR GUARD STATION, WILLOW GROVE, PA

MISSION STATEMENT

The State and Federal missions of the 111th Attack Wing (111 ATKW) are to engage locally and globally with ready forces to defend the Homeland; support Civil Authorities; build partnerships and deliver multi-domain dominance to Combatant Commanders.

Located on what was Naval Air Station Joint Reserve Base Willow Grove, Horsham Air Guard Station is home to the 111th Attack Wing—one of three air wings of the Pennsylvania Air National Guard. The 111 ATKW serves as a control center for the MQ-9 remotely-piloted aircraft, defensive cyberspace capabilities, and provides engineering and electronics capabilities through specialized units. The wing also hosts several tenant organizations at the base, including units of the Pennsylvania Army National Guard and the U.S. Army Reserve, among others.

SIZE AND LOCATION OF THE 111TH INSTALLATIONS

Total Acreage:

Horsham Air Guard Station ..... 207.21 acres

ECONOMIC IMPACT

Guard Members 982

Full Time Positions 275

Federal Funds $21,676,446

State Funds $444,686

Total $22,121,132

Photo captions for pages 20 and 21:

(1) A 103rd Attack Squadron pilot at Horsham Air Guard Station, Pa., operates an MQ-9 Reaper flight simulator. The Federal Aviation Administration selected eight 111th Attack Wing pilot volunteers from Horsham AGS for a study to develop a Detect and Avoid display for unmanned aircraft systems. (U.S. Air National Guard photo by Tech. Sgt. Andria Allmond)

(2) 171st Air Refueling Wing "Spirit of Pittsburgh logo on a C-130.

(3) 171st Air Refueling Wing - Aircraft Refueling Operation.

171ST AIR REFUELING WING
AIR NATIONAL GUARD
PITTSBURGH INTERNATIONAL AIRPORT, PITTSBURGH, PA

2

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MISSION STATEMENT

The mission of the 171st Air Refueling Wing (171 ARW) is to support global combat operations. This includes worldwide air refueling and airlift missions to provide global reach for global power projection in support of national objectives and to provide trained personnel to support state and local authorities in times of natural disaster or civil strife at the command of the governor. To accomplish this, the 171 ARW flies 16 KC-135T model aircraft.

In addition to our global refueling mission, the 171 ARW is the parent unit for our Geographically Separated Unit (GSU), the 258th Air Traffic Control Squadron (258 ATCS). Their mission is to prepare, train, and equip air traffic controllers and maintainers; capable of rapidly deploying Air Traffic Control and Landing Systems (ATCALS) equipment and/or personnel to support any worldwide contingency. The 258 ATCS operates a Radar Approach Control (RAPCON), which services over a 40-mile radius from Johnstown Airport from the surface to 8,000 feet, servicing the Johnstown area as well as eight satellite airports in the surrounding areas.

SIZE AND LOCATION OF THE 171ST INSTALLATIONS

Total Acreage	182.40 acres
171 ARW (Coraopolis, PA)	175.69 acres
258 ATCS (Johnstown, PA)	6.71 acres

ECONOMIC IMPACT

Guard Members	
Coraopolis	1,001
Johnstown	75
Full-Time Employees	
Coraopolis	477
Johnstown	43
Federal Expenditures	
Coraopolis	$39 M
Johnstown	$4.6 M
State Expenditures	
Coraopolis	$0.4 M
Johnstown	$35,946
Total Expenditures	
Coraopolis	$39.4 M
Johnstown	$4.33 M
Total	$43.73 M

PENNSYLVANIA ARMY NATIONAL GUARD FORT INDIANTOWN GAP – ANNVILLE, PA

Pennsylvania's Department of Military and Veterans Affairs (DMVA) has a dual mission: to oversee and support the members of the Pennsylvania National Guard (PNG) and to provide quality service to the commonwealth's veterans and their families. We fulfill our dual mission by:

- Preparing the PNG for combat, performing worldwide combat and combat support operations, providing global reach and the projection of U.S. military power in support of national objectives; and, at the command of the Governor, providing trained personnel to support state and local authorities in times of natural disaster or civil strife.
- Providing resources and assistance to Pennsylvania's nearly one million veterans and their families, and providing quality care for aging and disabled veterans.

The Pennsylvania National Guard is comprised of the Pennsylvania Army National Guard and the Pennsylvania Air National Guard.

Created by the Act of April 11, 1793, the Adjutant General Department was later renamed the Department of Military Affairs by the Administrative Code of 1923. The Act of March 21, 1996, changed the name to what it is today – the Department of Military and Veterans Affairs.

DMVA is one of Pennsylvania's largest employers, with more than 21,000 military and civilian personnel in some 90 communities statewide.

The DMVA and PNG are headquartered at Fort Indiantown Gap in Lebanon County. Fort Indiantown Gap features more than 17,500 acres and 140 training areas and facilities for year-round training. The Fort Indiantown Gap Training Center is among the busiest National Guard Training Centers in the country, hosting the second busiest heliport in the United States. Training is available for all U.S. military components and foreign military forces, law enforcement agents, and civilians from across the nation.

ECONOMIC IMPACT

Number of Guard members and civilian employees	18,414
Number of full-time employees	7,953
Total federal expenditures	$672.7 Million
Total state expenditures	$176.6 Million
Total expenditures	$849.4 Million
Economic Impact*	$1.472 Billion

* Economic impact calculated at 1.68 times total expenditures. This economic impact multiplier derived from the Economic Impact of Military Installations used in the 2005 BRAC report.

Disclaimer: This Economic Impact Report is the best estimate based on expenditures by the Department of Military and Veterans Affairs within the Federal Fiscal Year (FY) identified. The economic multiplier applied and identified above has been consistently used by this agency to estimate its Economic Impact on the Commonwealth of Pennsylvania since FY 2007.

Photo captions for pages 22 and 23:

(1) Guardsmen fire a 60 mm mortar in training at Fort Indiantown Gap.

(2) Muir Air Field, Fort Indiantown Gap is home to both the main element of the 28th Expeditionary Combat Aviation Brigade and the Eastern Army National Guard Aviation Training Site, making it one of the busiest heliports in the country.

SIZE AND LOCATION OF THE INSTALLATION AT FORT INDIANTOWN GAP

Total Acreage . . . . . .17,643 Acres
Square Footage of Structures . . . . . .3,981,870 Square Feet
Total Square Footage Occupied . . . . . .3,899,991 Square Feet
Total Square Footage Available . . . . . .81,879 Square Feet

LOCATION

Fort Indiantown Gap is located in central Pennsylvania within the boundaries of Cold Springs and Union Townships in Lebanon County, and East & West Hanover Townships in Dauphin County. FTIG is located 22 miles from Harrisburg, the state capital, and is strategically located along the northeast corridor, approximately 150 miles from Washington D.C. and New York City, and 100 miles from Baltimore and Philadelphia.

MISSION STATEMENTS FOR PRIMARY AND TENANT ORGANIZATIONS AT FORT INDIANTOWN GAP

Pennsylvania National Guard Joint Force Headquarters (PNG JFHQ): Provides command and control for the Pennsylvania Army and Air National Guard.

Pennsylvania Department of Military and Veterans Affairs (PA DMVA): Pennsylvania's Department of Military and Veterans Affairs (DMVA) has a dual mission: to provide quality service to the commonwealth's veterans and their families, and to oversee and support the members of the Pennsylvania National Guard (PNG). The DMVA fulfills its dual mission by providing resources and assistance to Pennsylvania's nearly 800,000 veterans and their families and providing quality care for aging and disabled veterans. The DMVA is also charged with preparing the PNG for combat, performing worldwide combat and combat support operations, providing global reach and the projection of U.S. military power in support of national objectives; and, at the command of the Governor, providing trained personnel to support state and local authorities in times of natural disaster or civil strife.

Pennsylvania Army National Guard Training Center (PAARNG TC): As the busiest National Guard Training Center in the United States provides year-around military training support to Active and Reserve components of all military services, and accommodates Civilian organizations when resources are available. The Training Center provides more than 720,000 training man-days on the installation annually comprised of (active, Reserve & National Guard), multi-service personnel, civilians, and foreign nationals. Provides administrative, engineering, logistical, and operational support to assigned, attached, transient, or tenant units and joint force activities for up to and including a brigade-size element. On order, conducts sustained operations in support of Federal or State declared emergencies.

Eastern ARNG Aviation Training Site (Eastern AATS): Serves as an ARNG Aviation Training Site focused on utility and cargo aircraft. Supervises develops and conducts Programs of Instruction (POI) as directed by NGB/ARNG. Conducts individual aviator qualification training, enlisted aviation training, and Non-Commissioned Officer Education System (NCOES) training. Manages and operates flight simulation support for regional users and in support of formal courses of instruction. Provides aero-medical services in support of the AATS mission. Upon mobilization, it augments Training and Doctrine Command (TRADOC) under the command and control of the U.S. Army Aviation Center of Excellence (USAACE).

PA Army Aviation Support Facility #1 (AASF #1)/ Muir Army Airfield (AAF): The Army Aviation Support Facility and Muir Army Airfield provide world-class maintenance, operational and logistical support to the Eastern Army National Guard Training Site (EAATS), and 23 different aviation units assigned to the PAARNG to prepare Rated and Non-Rated Crewmembers and Maintainers for War-Fighting mission and Domestic Emergency Operations Response with a ready fleet of mission-capable aircraft. Muir AAF conducts, on average, over 61,000 aircraft movements per year, and is the seventh busiest airport in Pennsylvania, the second busiest heliport in the Army, and the first busiest single point heliport in the United States.

Headquarters, 166th Regiment (Combat Arms): Provides regionalized combat arms individual training, including Military Occupational Specialty Qualification, Additional Skill Identifier, Non-Commissioned Officer Education System and Officer Education System (Officer Candidate School) training for the Army National Guard, the United States Army Reserve and the active Army. Provides management and quality assurance oversight for the functionally aligned Total Army School System (TASS) Battalions within the region and monitors and coordinates academic instruction, food, and lodging (where available) for soldiers participating in courses at its training sites.

4th Battalion 166th Regiment, Medical Battalion Training Site (MBTS): Provides training, training support, and validation of mission essential tasks performed by military medical elements. Priority is to Army National Guard medical companies, evacuation assets, and combat lifesavers, in the conduct of humanitarian and wartime. Its mission also includes conducting mobile training team assistance and/or assessment visits to units scheduled to train at the MBTS.

Northeast Counterdrug Training Center: The Northeast Counterdrug Training Center provides training in prevention and counterdrug activities to law enforcement agencies and community-based organizations in the North-eastern United States, working to reduce the availability of illicit drugs, improve public safety, and diminish drug use in our society.

Regional Training Site – Maintenance, USAR: Provides Career Management Field 91 MOS qualification, NCOES, and ASI - H8 (Recovery) training or other maintenance training or New Equipment Training as directed during peacetime, enabling the U.S. Army to mobilize and deploy USAR components, National Guard and active Army maintenance soldiers capable of supporting current and force modernization systems.

FTIG Training Support Center (TSC): Effectively manages and executes the Soldier Training Support Program. Provides standardized and consistent world-class services and support through the Training Support Center to Senior Commanders, in conjunction with Subordinate Units. Responsible for providing a wide range of Training Aids that support Warrior Tasks and MOS Proficiency.

28th Expeditionary Combat Aviation Brigade (ECAB): The 28th Expeditionary Combat Aviation Brigade will prepare for combat and provide military support to civilian authorities to carry out our country's national security strategy, military objectives, and provide for homeland security. We will provide a trained and ready force to assist the Governor of the Commonwealth of Pennsylvania to respond to civil unrest and natural disasters. Twenty (20) ECAB units stationed on FTIG include HQ, 28 ECAB, 2-104th General Support Aviation Battalion (GSAB), and the 628th Aviation Support Battalion (ASB).

228th Transportation Battalion (Motor Transport): To provide mission command and supervise units preparing for motor transport operations during Offensive, Defensive, Stability, and Defense Support of Civil Authorities (DSCA) operations across the commonwealth.

165th Military Police Battalion: Provides mission command, supervision, and coordination for Military Police operations of all units/elements assigned or attached.

Pennsylvania Counterdrug Joint Task Force: Leverages unique National Guard capabilities to support state and community efforts against illicit drugs and emerging threats. The program changes its shape to adapt to the emerging threats and expectations of the President, Congress, the Department of Defense, the National Guard Bureau, the Governor of Pennsylvania, the Adjutant General of Pennsylvania, and the law enforcement agencies and community organizations it supports.

Pennsylvania Combined Support Maintenance Shop-East (CSMS-E): The PA CSMS-East is a multi-level maintenance facility supporting Pennsylvania Army National Guard units at FTIG and providing surge capabilities to the Field Maintenance Shops in need. Our one-stop-shop vision is to offer supported units with an operator through sustainment level maintenance, which is enhanced by our diverse shop sections providing an endless array of support to our customers.

PAARNG Unit Training Equipment Site (UTES): The primary mission of the UTES is to issue and maintain selected items of equipment for units conducting Inactive Duty Training (IDT) or Annual Training (AT) at FTIG. UTES also serves as the Field Maintenance Shop (FMS) for numerous local PAARNG units. The PAARNG Surface Maintenance Manager may assign other missions as deemed.

Equipment Concentration Site 24 (ECS 24): Receives, stores, maintains, and issues U.S. Army Reserve equipment and performs operator and organizational maintenance for all equipment assigned to the base USAR or ROTC units.

U.S. Army Health Troop Medical Clinic (TMC): The TMC is a satellite facility of Dunham Army Health Clinic located at Carlisle Barracks, and provides outpatient health care to Fort Indiantown Gap's active-duty personnel and their families and Occupational Health Surveillance to the civilian workforce.

Defense Counterintelligence and Security Agency (DCSA): A federal security agency of the United States Department of Defense. Within areas of DoD responsibility, DCSA is tasked with conducting personnel security investigations, supervising industrial security, and performing security education and awareness. The location and cost savings are the main reasons for establishing an office at Fort Indiantown Gap.

Civil Air Patrol, Pennsylvania Wing: The Pennsylvania Wing is the highest echelon of CAP in the Commonwealth of Pennsylvania. Its three primary missions are Cadet Programs, Emergency Services, and Aerospace Education. The CAP has more than 1,777 cadets and senior members statewide.

AMVETS: Provides free counseling and claims assistance for honorably discharged veterans and dependents. The organization also advocates initiatives to secure earned benefits and services for veterans and community services that help families, neighbors, and the nation at large.

U.S. Army and Air Force Exchange System (AAFES): Provides merchandise, services, and military apparel to authorized patrons at a uniformly low price and generates reasonable earnings in support of morale, welfare, and recreation activities.

Pennsylvania National Guard Military Museum: Preserves and honors the history of all units of the Pennsylvania Army and Air National Guard from the Civil War to the present with special emphasis on the 20th century, interpreting for citizens, veterans, and young people the story of "The Guard" and Fort Indiantown Gap.

Pennsylvania State Police, Physical Fitness Center (PSP PFC): In charge of the physical fitness testing for the entire Pennsylvania State Police force, from entry-level to senior officers, by using existing sports facilities at Fort Indiantown Gap.

PennDOT Eastern Pennsylvania Training Facility: The open areas of Fort Indiantown Gap provide a safe environment to train PennDOT trucks and heavy equipment operators to operate and prepare individuals for required certification safely.

28TH INFANTRY DIVISION

The largest organization in the Pennsylvania National Guard is the 28th Infantry Division. Comprised of some 14,000 Soldiers stationed in nearly every county in the commonwealth, the 28th Infantry Division has a long and proud history going back to colonial times.

MISSION

The 28th Infantry Division is a highly-responsive National Guard Division trained to conduct the full spectrum of state and federal missions. Division soldiers are called by the Governor to support a myriad of emergencies while simultaneously supporting federal missions by providing readied soldiers to fight the Global War on Terror.

213TH REGIONAL SUPPORT GROUP

The 213th Regional Support Group (RSG) totaling over 1,450 Soldiers is comprised of a logistical battalion headquarters and a transportation battalion headquarters, two contracting detachments, a medical company, and a public affairs detachment stretching from Philadelphia to the Poconos to Johnstown.

WARTIME MISSION STATEMENT

Units of the 213th RSG deploy to wartime mission locations and assume command and control of assigned and attached combat service support units. Missions can include reception, staging, onward movement, and integration (RSOI) operations; host nation support; direct support/general support maintenance and supply. Additionally, the 213th RSG Headquarters can assist AC/RC units in meeting training, readiness, and deployment requirement

STATE MISSION

Support state emergency operations as required and operate logistics base operations at multiple locations.

Photo captions:

(1) FORT INDIANTOWN GAP, Pa. a UH-60 Black Hawk containing the Pennsylvania Helicopter Aquatic Rescue Team as it takes off from Muir Army Airfield, Aug. 4, 2020. The team saved two motorists from rising flood waters during Tropical Storm Isaias.

(2) 213th Regional Support Group / Soldiers of the 252nd Quartermaster Company offload meals at a drop off location in their home city of Philadelphia during COVID 19 Pandemic.

CARLISLE BARRACKS
U.S. ARMY WAR COLLEGE

The mission of the **U.S. Army War College at Carlisle Barracks** (USAWC) is to enhance national and global security by developing ideas and educating U.S. and international leaders to serve and lead at the strategic level. It is the senior mission command on the installation and gives strategic education to more than 2,000 senior leaders each year.

In 2020, construction will begin on a new 201,000 sq. ft. academic building for the Army War College's next decades at Carlisle Barracks. As of academic year 2023, state-of-the-art technology and smart space will make possible more agile educational methodology tech connections, innovative tech applications in conjunction with CSL Wargaming and experiential learning strategies. The new building will cement the USAWC ability to attract and collaborate with hundreds of students, conference and workshop participants, national-level speakers, researchers, and specialized experts – all invested in developing the strategic leadership skills for national and global security in a complex and rapidly changing environment.

Established in the Nation's Capital in 1901, the school closed for World War II and has made its home since 1951 at Carlisle Barracks, chosen for its location and college-town environment. The base itself was established by the British military at the request of Carlisle citizens for security during the French & Indian War. Throughout many decades, the military community and neighboring communities have shared values, common causes, support for schools, and volunteerism. Each year, as many as 80 international officers live in the greater community, often with families, and their good memories of the USA are about the people of Carlisle and Pennsylvania.

To develop invaluable strategic leaders and influential ideas, the Army War College collaborates across its subordinate organizations:

- The **School of Strategic Landpower** prepares approximately 1,200 senior officers of all US Armed Forces and as many as 80 foreign partners/allies for strategic leadership responsibilities. About one-third of that total are in residence for 10 months each year. The school delivers distance education to another 800 students each year, with two 2-week phases at Carlisle. Additionally, the school educates Army Strategists (48) and distance learners in the Defense Strategy Course (200), soon to expand into the new USAWC certificate program, extending strategic education to wider DoD communities.
- A new mission as of 2016 is the **Army Strategic Education Program** which manages education for all Army General Officers (Active, Guard and Reserve) about 400 annually. It also prepares 120 Army Sergeants Major and 110 senior Army Colonels for strategic level assignments.

Photo Caption: US Army War College Headquarters at Carlisle Barracks.

- **U.S. Army Heritage and Education Center** (USAHEC) is part of the Army War College and is located outside the perimeter of the installation to make its museum exhibits and one-of-a-kind military history archives available to veterans and visitors, students and researchers from across the region and nation. USAHEC is a partner in USAWC strategic education and supports the US Army History Program with its one-of-a-kind capabilities which are:
  - the Army's only integrated and Smithsonian-affiliated organization;
  - library services for the USAWC faculty and students along with historical analysis for Army Senior Leadership;
  - public history programming ranges from major reenactment events to events honoring elements of military history, veterans' reunions, school projects in military history, interactive military history lectures, and museum exhibits both indoors and outdoors;
  - classified storage and declassification, conservation laboratories and operations, long-term artifact storage, and
  - oral history development and on-demand digitization.
- The **Center for Strategic Leadership**, which will be co-located with the new Army War College building to be under construction, is the Army's strategic laboratory, collaborating with USAWC, the Army and the Joint Force, to examine strategic issues and create strategic ideas; develop technological innovation, and explore where no one else is looking – driving strategic thought.
- **Strategic Studies Institute** is the Army's think tank, responsible for research, analysis and publication to shape understanding of the changing national security environment. It coordinates College-wide research by faculty, staff, and students to address the Key Strategic Issues of the near future, publishing through the USAWC Press.
- As of 2020, the **US Army Peacekeeping and Stability Operations Institute** will be organized as part of the Combined Arms Center, but remains at Carlisle to collaborate with the Army War College about shared interests and shared international relationships.

The **U.S. Army Garrison** is the only active Army installation in Pennsylvania that offers full services for Active, Reserve, National Guard, and Retiree populations. It is responsible to support the Army War College and tenant units with base security, safety, infrastructure, and public works. Its services for the well-being of the military community include award-winning childcare and youth services, chapel services and counseling support. Fee-based fitness, sports and recreation support military readiness and family/workforce morale and welfare. The Garrison's housing partner, Balfour Beatty Communities, manages and maintains military family homes which form the core of a campus experience for the USAWC student body.

Dunham U.S. Army Health Clinic, part of the Defense Health Agency, has a primary care mission to promote health and build resilience for warriors and military families. Scope of care includes: family medicine, pediatrics, women's health, physical exams, nutrition counseling, clinical pharmacist, pharmacy, radiology, laboratory, optometry, physical therapy, allergy and immunization, occupational health, environmental health, industrial hygiene, behavioral health services, family advocacy, and enhanced services through tele-psychiatry.

Dunham Clinic provides oversight to three outlying clinics:

- Fillmore Health Clinic, New Cumberland
- Fort Indiantown Gap Troop Medical Clinic acute care and sick call for active Soldiers
- Letterkenny Army Depot occupational health care to the civilian workforce

Patient Totals: 11,890

- Active Duty Service Members: 2,213
- Active Duty Family Members: 2,741
- Retired Service Members: 2,045
- Family Members of Retirees: 3,132
- TRICARE Plus/Medicare Eligible Members: 1,759

Carlisle Barracks Dental Clinic provides dental readiness and wellness care ranging from dental exams through root canals and oral surgery procedures to approximately 1,200 Active Duty, Reserve, and National Guard service members assigned to Carlisle Barracks, Fort Indiantown Gap, New Cumberland, and other installations across central Pennsylvania.

Criminal Investigation Division Office supports regional investigations for the Army.

Veterinary Treatment Facility, an Army Public Health Center mission, provides animal care services associated with preventing, diagnosing and controlling infectious diseases, for active and retired military and their families.

Defense Commissary Agency delivers commissary (grocery) benefits for the full military community: Active, Reserve, Guard, Retirees and, as of 2020, Disabled Veterans and Purple Heart recipients.

The Exchange provides quality goods and services at competitively low prices and generates earnings to support Morale, Welfare and Recreation programs for Soldiers and their families.

WORKFORCE – PAYROLL – CONTRACTS

	Military	Civilian	Contractor, part-time, Internat'l	Payroll*	Contracts*
USAWC	104	442	0	$58.5 M	0
USAG	11	151	236	$14.6 M	$25.4 M
Dunham	28	142	8	$25.9 M	$ 2.3 M
Dental	8	5	1	0	0
Other Tenants	5	4	0	0	0
Commissary	0	44	0	0	0
Exchange	0	27	0	0	0
Students on Base	284	23	156	0	0
TOTAL	**440**	**838**	**401**	**$99.0 M**	**$27.7 M**

**Payroll, Budget, Contracts include the major units only: USAWC, USAG, Dunham*

SIZE AND LOCATION OF INSTALLATION

Located in southcentral Pennsylvania adjacent to Carlisle Borough, Middlesex and North Middleton Townships in Cumberland County.

Total Acreage ..... 453 acres
Buildings ..... 88 Army-owned
227 housing units, BBC-owned

DEFENSE LOGISTICS AGENCY DISTRIBUTION
DEFENSE DISTRIBUTION CENTER SUSQUEHANNA INSTALLATION

MISSION STATEMENTS OF PRIMARY AND TENANT ORGANIZATIONS

Defense Logistics Agency (DLA) Distribution As a DLA major subordinate command (MSC), DLA Distribution is the leading provider of global distribution support to America's military including receiving, storing and issuing supplies as well as providing other tailored services to increase warfighter readiness.

DLA Distribution offers best value supply chain solutions through a broad range of services including storage, distribution, customized kitting, specialized packaging as well as transportation support and technology development. We are connected directly with our operational and industrial partners and integral to the success of our National Military Strategy.

Highly skilled employees provide timely distribution services to customers around the globe. In FY 19, DLA Distribution processed approximately 18 million receipts and issues supporting customer operations worldwide, including support to combat operations, humanitarian assistance missions, whole of government (WoG) partners and a multitude of military exercises.

DLA Distribution Quick Facts:

- Oversees the operation of a network of 24 distribution centers worldwide to include expeditionary capability.
- Stores 2.4 million items, valued at approximately $114 billion. (*item numbers same as FY16 report, dollar value higher due to different items in stock and inflation.)
- Maintains 136 dedicated truck routes to nearly 250 customers.

Photo captions for pages 28 and 29:

(1) Under construction, the USAWC's new four story, 200,000 square foot education facility will include classroom spaces, 600-seat auditorium, cafeteria with 156 seating capacity, an innovation lab, a podcast studio and a broadcast studio as well as a knowledge commons with high density shelving and outdoor classroom space.

(2) Aerial View of the Defense Logistics Agency Distribution- Defense Distribution Center Susquehanna Installation.

DLA Distribution Susquehanna, Pennsylvania: DLA Distribution Susquehanna, Pennsylvania is one of two strategic distribution platforms under DLA Distribution. It supports Department of Defense and other government organizations in the eastern half of the United States, Central and South America, Europe, Africa and Southwest Asia. It is responsible for over 750,000 line items. It provides world-class distribution services enhancing the readiness of the DoD and other customers, through effective and efficient receipt, storage, control, shipment, and disposal of materiel. It strives to be a values-based team known for workforce excellence and providing superior distribution services on time, every time.

DLA Installation Management Susquehanna: DLA Installation Management Susquehanna provides Host support functions to the Defense Distribution Center, Susquehanna installation and non-Host support functions to DLA organizations located at Naval Support Activity (NSA) Mechanicsburg as tenants on the Navy Host Site.

USA Security Assistance Command (USASAC): United States Army Security Assistance Command (USASAC) leads the AMC Security Assistance Enterprise; develops and manages security assistance programs and foreign military sales cases to build partner capacity, support Combatant Command engagement strategies and strengthen U.S. global partnerships.

Defense Logistics Agency Human Resources Services at New Cumberland: Provides operational HR services in Classification; Staffing, Labor/ Management and Employee Relations (LMER); Benefits and Entitlements; Reduction-in-Force; Priority Placement Program counseling/processing; Retirement Counseling; Agency Drug Testing Program administration; Personnel Action Processing; and Personnel Files maintenance for DLA personnel. The New Cumberland office supports DLA Distribution, DLA Troop Support, DLA J6, DLA HQs, and DLA Energy.

Defense Contract Audit Agency (DCAA): Provides audit and financial advisory services to the Department of Defense (DOD) and other federal entities responsible for acquisition and contract administration. DCAA's role in the financial oversight of government contracts is critical to ensure DOD gets the best value for every dollar spent on defense contracting. DCAA operates under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer. Its work benefits our men and women in uniform and the American taxpayer. The Agency's primary function is to conduct contract audits and related financial advisory services. Contract audits are independent, professional reviews of financial representations made by defense contractors, and DCAA helps determine whether contract costs are allowable, allocable, and reasonable.

The United States Air Force 360 Recruiting Group: The USAF 360 Recruiting Group's mission is to inspire, engage, and recruit the highest qualified men and women from the 360 Recruiting Group's region of recruitment by building tomorrow's Air Force one person at a time.

374th Financial Management Support Unit (FMSU): deploys to serve as the primary financial management advisor in support of Army, Joint & Multinational operations. Provides guidance to ensure FM detachments execute contracting and vendor services, disbursing and funding, enemy prisoner of war (EPW), non U.S. and U.S. pay support to brigade, division or theater/Army Service Component Command units.

358th Engineer Company (Combat Heavy): USAR unit providing construction-engineering support, carpentry, masonry, electrical, plumbing, and horizontal assets.

Defense Contract Management Agency (DCMA): We are the independent eyes and ears of DoD and its partners, enhancing warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight supporting affordability and readiness.

4th Marine Corps District: The 4th Marine Corps District conduct integrated recruiting operations to access the highest quality men and women from the diversity of our country into the Total Force Marine Corps by employing the best practices of the Marine Corps Recruiting Command in order to meet annual assigned non-prior service, officer procurement, and prior service missions as directed by the Commanding General, Eastern Recruiting Region (CG, ERR). The 4th Marine Corps District's area of responsibility is: Maryland, Delaware, West Virginia, Virginia, Ohio, Kentucky and parts of Michigan, North Carolina, Tennessee and Indiana.

US Marine Corps Recruiting Station Harrisburg: The mission of Recruiting Station Harrisburg is to enlist the highest quality men and women for service in the United States Marine Corps, to provide continuous professional development for our Marines, and to promote a positive image of the Marine Corps in our local communities.

The "Cold Steel" Harrisburg Recruiting Battalion: Executes Fiscal Year 2019 recruiting operations throughout the Pennsylvania region of recruitment in order to achieve its assigned RA, USAR and special mission requirements, recruit quality Future Soldiers, achieve market share dominance, and promote the Army image.

Northwest Area Office, Baltimore District, U.S. Army Corps of Engineers: Responsible for the safe and effective management and contract administration of a wide variety of construction contracts throughout the assigned geographic area of responsibility.

General Services Administration Fleet Management Office: GSA Fleet's Value Proposition to our customers is to provide the right vehicle at the right price with great customer service and the data required to effectively and efficiently manage a fleet.

Defense Criminal Investigative Service: Conduct highly relevant, objective, professional investigations of matters critical to DoD property, programs, and operations that provide for our national security with emphasis on life, safety, and readiness.

DLA OIG/Investigations Division: The DLA OIG mission is to sustain Warfighter readiness and lethality by providing DLA leadership with facts, analysis, and recommendations through the execution of the five functions of Defense Inspectors General—teaching and training, assistance, audits, investigations, and inspections—to mitigate agency risk, improve processes, ensure compliance, and optimize resources in peace and war.

DLA Information Operations (J6): J6 is the DLA knowledge broker, providing comprehensive, best practice Information Technology (IT) support to the Department of Defense (DOD)/DLA Logistics Business Community, resulting in highest quality information systems, customer support, efficient and economical computing, data management, electronic business, telecommunication services, key management, and secure voice systems for DOD, DLA, and geographically separated operating locations.

New Cumberland Federal Credit Union (NCFCU): NCFCU exists for the benefit of our members. We are committed to providing Quality Products, Competitive Rates and Exceptional Member Service.

PERSONNEL

Military . . . . . Almost 400
Civilian . . . . . Approximately 4,000

ECONOMIC FACTORS

FY19 Installation Payroll Outlays
DDSP labor and HQ (includes DS, J8 and J-codes) $263,042,119

FY19 Installation Contracts $14,037,616
Obligated . . . . . 113 actions

* *Please note these numbers are significantly less than noted previously in FY16. The FY16 numbers were all obligations made by our office for all Distribution Centers. We have included the Distribution wide information below.*

FY19 Distribution Wide Contracts $306,600,000
Obligated . . . . . 3,018 actions

SIZE AND LOCATION OF INSTALLATION

Total acreage . . . . . 848 acres
Location . . . . . Fairview Township, York County

LETTERKENNY ARMY DEPOT AND LETTERKENNY MUNITIONS CENTER

MISSION STATEMENTS

Letterkenny Army Depot (LEAD): Repairs and modernizes Air and Missile Defense and precision fires systems to enable multi-domain operations for U.S. and Allied Forces.

LEAD is the premier professional organization in Air, Missile and Space systems, dedicated to emerging technologies and best practices that transform the ability of the Army, our Allies and business partners to provide military superiority.

Letterkenny Munitions Center (LEMC): To receive, store, inspect, maintain and issue munitions; to assemble/disassemble, maintain, renovate, modify and test missiles; and to demilitarize munitions and missiles for Department of Defense.

LEAD provides on the job training for PATRIOT reset battalions, broadening overall maintenance knowledge and capturing a detailed understanding of the United States Army weapons systems and resources available through the organic industrial base.

Both LEAD and LEMC serve as a logistics training site for the Reserves and National Guard.

PERSONNEL

Government employees	1,412
Military	15
Contractors	637
Tenants	804
Total	**2,868**

ECONOMIC FACTORS

Payroll outlays	$280M
Annual Revenue	$450M-500M

SIZE AND LOCATION OF THE INSTALLATION

Total acreage	18,281 acres
Square footage of structures	6.65m square feet

LOCATION

Adjacent to the Borough of Chambersburg and encompassing parts of Greene, Hamilton and Letterkenny Townships, Franklin County

NAVAL SUPPORT ACTIVITY – MECHANICSBURG

MISSION STATEMENT OF PRIMARY AND TENANT ORGANIZATIONS:

Naval Support Activity Mechanicsburg: Coordinate and provide common base support services to Fleet units, tenant activities, hosted commands and other Naval activities as directed by Commander, Navy Region Mid-Atlantic (CNRMA).

Naval Supply Systems Command Headquarters: To provide Navy, Marine Corps, Joint and Allied Forces quality supplies and services on a timely basis.

NAVSUP Weapons Systems Support: To provide program and supply support for the weapons systems that keep our Naval forces mission ready.

NAVSUP Business Systems Center: To employ information technology for the design, development, integration, implementation and maintenance of automated information systems for Navy, DOD, and other Federal agencies with specific emphasis on systems supporting Naval supply, inventory and material management, financial processing, and maintenance operations.

Naval Sea Logistics Center: To provide cost-effective life cycle logistics support products and information technology solutions that enable our customers to meet their operational requirements.

Naval Acquisition Career Center: To provide the DON Acquisition Enterprise with the workforce development tools and programs that enable delivery of the products and services required by the Warfighter.

DLA Distribution Susquehanna, PA: To provide world-class products, services and innovative logistics solutions to our armed forces in the most timely and efficient manner.

DLA Disposition Services: DLA Disposition Services supports the Warfighter and protects the public by providing worldwide disposal management solutions.

DLA Document Services: DLA Document Services is the Department of Defense's single manager for printing and high high-speed, high high-volume duplicating — including both the operation of in-house facilities and the procurement of these services from outside the Department of Defense's Document Services — and is the preferred provider of document conversion and/or automation services.

Photo captions for pages 32 and 33:

(1) An air conditioning equipment mechanic oversees the tightening of a bleeder cap on a Revision III Patriot Missile cooling liquid electron tube. Image courtesy of Letterkenny Army Depot.

(2) Aerial View of Naval Support Activity – Mechanicsburg.

Defense Enterprise Computing Center: To provide our customers superior information processing services in support of the war fighters.

DLA Aviation: Its mission includes the inspection, testing, calibration, repair, rebuild, and retrofit of industrial plant equipment. It has a machine shop with limited industrial manufacturing capacity.

Army Reserve Center: The 382 Engineer Company (SAPPER) mission is to provide engineer platoons that will execute mobility, counter-mobility, survivability and general engineering missions in support of Maneuver Brigade Combat Teams, or as part of an engineer team/embarked military force.

COMMUNITY OUTREACH

Naval Support Activity Mechanicsburg hosts a number of community outreach events. The Pearl Harbor Commemoration Ceremony at the Pennsylvania State Capitol both hosts and honors Pearl Harbor Survivors.

PERSONNEL

Military	138
Civilian	3,379
Reservists	298
Contractors	665
Total:	**4,480**

ECONOMIC DATA

Payroll outlays (Military and Civilian)	$330,000,000
Installation Contracts (Local - facility contract - directly on installation)	$ 135,000,000

SIZE AND LOCATION OF THE INSTALLATION

Total acreage	806 acres
Square footage of structures	8,100,000 square feet
Additional square footage under contract for demolition	None
Total square footage occupied	7,900,000 square feet
Total square footage currently available	0 square feet
Additional Public/Private Venture housing	31 units
Location	Hampden Township; Mechanicsburg Borough, Cumberland County

Photo captions for pages 34 and 35:

(1) Pearl Harbor Memorial Commemoration, December 2019 (PA State Capitol). Vice Admiral Keith Lippert, Senior Military Commissioner, served as the Keynote Speaker.

(2) Naval Support Activity-Philadelphia, DLA Troop Support's State-of-the-Art 108,500-square-foot, four-story Headquarters building was completed in October, 2019. Environmentally-conscious design features include a geothermal heating, ventilation and air conditioning system, energy-efficient lighting and a green roof."

NAVAL SUPPORT ACTIVITY – PHILADELPHIA

MISSION STATEMENT OF PRIMARY AND TENANT ORGANIZATIONS:

Naval Support Activity (NSA): Coordinate and provide common base support services to Fleet units, tenant activities, hosted commands and other Naval activities as directed by Commander, Navy Region Mid-Atlantic (CNRMA).

Naval Weapons Supply Support (NAVWSS): To provide program and supply support for the weapons systems that keep our Naval forces mission ready.

Defense Logistics Agency Troop Support (DLA Troop Support): DLA Troop Support is responsible for procurement, cataloging, inventory control, and distribution of clothing and textiles, medical materiel, subsistence, industrial and general type items in conjunction with the military departments and industry. DLA Troop Support is also responsible for affecting the maximum practical degree of engineering standardization for industrial and general items.

Defense Contract Management (DCM): Philadelphia Provide customer-focused contract management services - throughout the acquisition life cycle - around the clock, around the world.

Defense Contract Management Agency: Industrial Analysis Support Center (DCMA- IASC) Support Defense Department corporate level industrial capability analyses for major weapons systems acquisition, logistics, and readiness programs.

Defense Logistics Agency System Integration Office: Material Management Directorate (DLA-SIO) Acts as the primary advisor to DLA Headquarters for all issues related to the management of assigned supply chain systems and the DLA Business System Modernization (BSM) initiatives. Provides oversight of the execution of information technology solutions for assigned supply chain management and distributed systems supporting the DLA mission.

Fleet and Industrial Supply Center Norfolk Detachment (FISC): The Fleet and Industrial Supply Center (FISC) Norfolk Detachment Philadelphia mission is to support operations by providing quality logistics support focusing on the unique needs of each of our customers.

DLA Document Services – Philadelphia: The Document Automation & Production Service is responsible for document automation and printing within the Department of Defense and the Federal Executive Branch Agencies, encompassing electronic conversion, retrieval, output and distribution of digital and hardcopy information.

DLA Aviation Procurement Operations Philadelphia: DLA Aviation is the aviation supply manager for Defense Logistics. DLA Aviation supports more than 1,900 weapon systems, with focused support to 143 major weapon systems and is the U.S. military's integrated material manager for more than 1.1 million national stock number items, industrial retail supply and depot-level repairable acquisitions.

SPAWAR Systems Center San Diego: C4I Program Office (SSCSD-C4I) Space and Naval Warfare Systems Center San Diego, C4I Programs Office, Philadelphia (SPAWAR) provides engineering and technical support to Navy and Department of Defense cruise missile and tactical aircraft mission planning and digital imagery systems.

U.S. Navy Recruiting District Philadelphia (NRD): Manages the recruitment and processing of men and women for enlistment in the Navy and Naval Reserve.

U.S. Army Recruiting Battalion, Mid-Atlantic (USARB, MA): The U.S. Army North Philadelphia Recruiting Company will, provide strength to the Army, with integrity and honesty; maintain a high quality of life for the assigned soldiers and families; expand and develop relationships with community high schools, colleges/universities and centers of influence.

Human Resources Office Mechanicsburg Detachment, Philadelphia (HRO DET PHIL): Provides effective centralized personnel management services to all commands and activities within its boundaries, to maintain a comprehensive personnel management program to accomplish this mission and to perform such other functions and tasks as may be directed by higher authority.

PERSONNEL

Military	253
Civilians	4,257
Contractors	496
Total	**5,006**

ECONOMIC DATA

Military and Civilian Payroll	$430,000,000
Installation Contracts	$210,000,000

SIZE AND LOCATION OF THE INSTALLATION

Total Acreage Philadelphia, PA (Northeast Philadelphia)	135 acres
Square footage of structures	2,125,320 square feet
Total square footage occupied	1,986,250 square feet
Total square footage currently available	139,070 square feet
Location	City and County of Philadelphia

Photo captions for pages 36 and 37:

(1) Dignified Flag Disposal Ceremony, NSA – Philadelphia

(2) Philadelphia Navy Yard Annex

PHILADELPHIA NAVY YARD ANNEX

MISSION STATEMENT OF PRIMARY AND TENANT ORGANIZATIONS:

Naval Support Activity – Coordinates and provides common base support services to Fleet units, tenant activities, hosted commands, and other Naval activities as directed by Commander, Navy Region Mid-Atlantic.

Naval Surface Warfare Center Philadelphia Division – Serves as the Navy's principal Test and Evaluation Center and In-Service Engineering Agent for all Hull, Mechanical and Electrical Ship Systems and Equipment and is the Research and Development Center for all Naval machinery.

Naval Criminal Investigative Service – Investigates crimes committed on Navy property and provides counter-intelligence services.

Naval Inactive Ship Maintenance Facility – Inactivates, stores, removes parts and components from inactive ships for reutilization and prepares for disposal of Navy non-nuclear ships assigned. This is the largest inactive ships program in the Navy.

Naval Medical Clinic – Provides basic medical aid to Installation commands and provides occupational health and OSHA-mandated screening services to those activities.

Naval Foundry and Propeller Center, Detachment Philadelphia (NFPC) – The largest public-owned foundry and propeller shop in the U.S. NFPC provides a single facility within the Naval establishment for marketing, designing, engineering, manufacturing, and repairing propellers for all types of surface and sub-surface craft of the U.S. Navy and its customers.

NAVFAC Mid-Atlantic PA/NJ IPT – Provides transportation services and maintenance and repair of buildings, roads and utilities for Naval installations in Pennsylvania and New Jersey.

Facilities Engineering Acquisitions Department – Supervises and inspects construction contracts in Pennsylvania and Delaware.

Base Realignment and Closure Program Management Office (BRAC) – To expeditiously and cost effectively provide all services necessary to realign, close and dispose of Department of Navy BRAC properties through sound business management practices and transformational thinking to support the warfighter and provide savings to the Department of the Navy and the federal taxpayer.

PERSONNEL

Military	15
Civilians	2,643
Contractors	551
Total	**3,209**

ECONOMIC DATA

Military and Civilian Payroll	$220 Million
Installation Contracts	$900 Million

SIZE AND LOCATION OF THE INSTALLATION

Total Acreage	162.29 dry acres; 108.25 submerged acres
Square Footage of Structures	2,441,895 square feet
Total Square Footage Occupied	1,994,613 square feet
Total Square Footage Currently Available	447,282 square feet
Location	City and County of Philadelphia

Photo captions for pages 38 and 39:

(1) NAVAL SURFACE WARFARE CENTER, PHILADELPHIA DIVISION - DDG 51 Land Based Engineering Site (LBES). The site has served the fleet for more than 35 years and will stay in service through the lifespan of the DDG 51-class, which has been expanded to a 45-year service life, continuing to train crews for both new construction and earlier ships undergoing their mid-life upgrades, and to validate machinery system upgrades improving availability and reducing operating costs. (U.S. Navy photo by Joe Battista)

(2) Tobyhanna Army Depot aerial view

TOBYHANNA ARMY DEPOT

MISSION STATEMENT OF PRIMARY AND TENANT ORGANIZATIONS:

Tobyhanna Army Depot is a recognized leader in providing world-class logistics support for Command, Control, Communications, Computers, Cyber, Intelligence, Surveillance and Reconnaissance (C5ISR) Systems across the Department of Defense. Tobyhanna's Corporate Philosophy, dedicated workforce and electronics expertise ensure the depot is the Joint C5ISR provider of choice for all branches of the Armed Forces and our industry partners. Tobyhanna's unparalleled capabilities include full-spectrum support for sustainment, overhaul and repair, fabrication, engineering design and development, systems integration, technology insertion, post production software support, modification, foreign military sales and global field support to our Joint Warfighters. Tobyhanna Army Depot is the premier systems integrator in the Defense Department and has the largest concentration of electronics skills within the Department of Defense. Tobyhanna also supports Army Reserve and National Guard units with a comprehensive year-round training program in its High Tech Regional Training Center.

Defense Logistics Agency (DLA) – Tobyhanna receives, stores and ships systems, components and parts in support of Tobyhanna Army Depot's repair and overhaul mission.

U.S. Army Materiel Command, Army Sustainment Command Packaging, Storage and Containerization Center (ASC PSCC) – Provides worldwide technical assistance in packaging, storage operations, automated identification technology and material handling procedures.

U.S. Army Civilian Personnel Advisory Center (CPAC) – Recruits, develops, and sustains a professional civilian workforce through effective, efficient and responsive human resource products and advisory services.

U.S. Army Contracting Command APG, Tobyhanna Division – Plans, directs and supervises the purchasing, contracting and contract management of supplies, services, equipment and construction in support to depot missions. Serves as the principal advisor to the Commander and staff for all contractual matters. Administers the Depot's Commercial Credit Card Program and Small Business Program.

Defense Imagery Management Operations Center – Tobyhanna reproduces and distributes visual information and other multimedia training products for U.S. Forces worldwide. The Defense Imagery Management Operations Center is the designated DoD activity for the life-cycle management of these products.

U.S. Army Test Measurement Diagnostic Equipment Support Center – Tobyhanna provides calibration and metrology support, traceable to the National Institute of Standards and Technology, for the Depot's Test, Measurement and Diagnostic Equipment (TMDE), as well as that of other Army, National Guard and governmental agencies in nine Northeastern states.

U.S. Army Medical Materiel Agency – Medical Maintenance Operations Division provides general level and depot level maintenance support of medical equipment.

U.S. Army Corps of Engineers, Philadelphia District – Manages military construction projects for Tobyhanna Army Depot and Federally-funded construction projects throughout Northeastern Pennsylvania.

U.S. Army High Tech Regional Training Site – Maintenance, 80th Training Command (TASS) supports Army Reserve and National Guard units through a comprehensive year-round training program in radio operations and maintenance, satellite operations and maintenance, and signal support skills.

PERSONNEL

Depot Civilian & Military	2,922
Military	12
Contractors	290
Tenants	636
Total Depot Population	**3,860**

ECONOMIC DATA

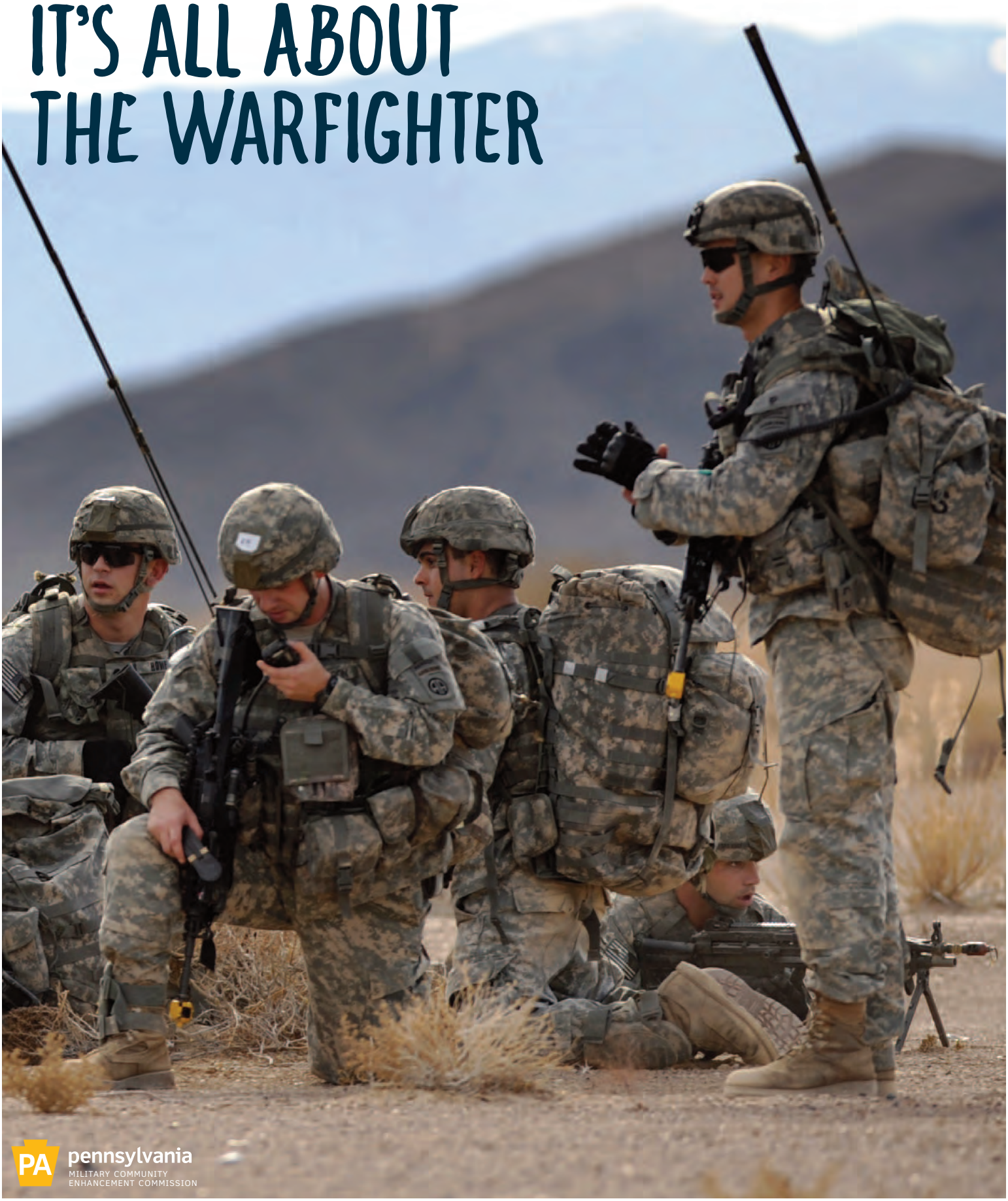
Payroll and Benefits: (Military and Civilian)	$290,773,685.50
Installation Contracts	$129,133,127.28
Economic Impact	$2.8B
Community Jobs	9,680

SIZE AND LOCATION OF THE INSTALLATION

Total Acreage	1,336 acres
Square footage of structures	4,811,936 square feet
Location	Coolbaugh Township, Monroe County

Photo caption: Refurbishing Naval Missile Launcher

AT THE END OF THE DAY IT'S ALL ABOUT THE WARFIGHTER



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